

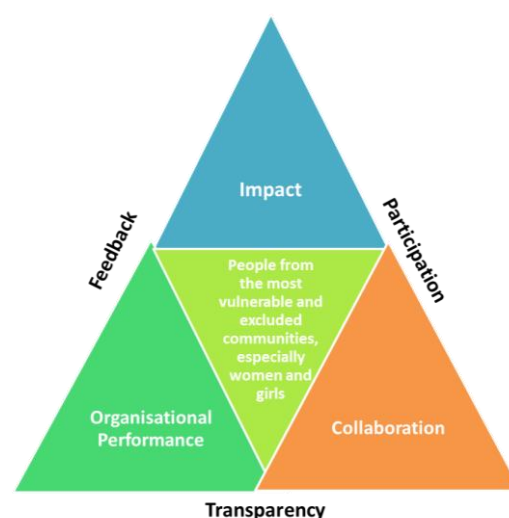
## CARE International: Accountability Progress and Learning

### Update to Accountable Now – 10 July, 2017

CARE values the opportunity to provide an update on our ongoing efforts to strengthen our accountability. We have achieved significant breakthroughs in FY16, which are helping us learn about how to better take a clear, consistent and open approach to our accountability.

CARE defines accountability as explaining, being held responsible for, and hearing the perspectives of others about how well we are meeting our commitments, and then actively making changes and improvements based on what we have heard and learned. To more systematically advance this commitment, CARE adopted a coherent organisation-wide [Accountability Framework](#) in November 2016, drawing on good practices and learning from a previous decade of humanitarian accountability, inclusive governance and performance measurement efforts. The Framework helps guide our collective efforts to build a more accountable culture and practice centred on our commitments to:

1. Deliver a bold set of impact goals and bring about lasting change through the integration of gender equality, inclusive governance and resilience;
2. Collaborate with others to do so for maximum impact;
3. Perform in a way that makes the best use of the resources entrusted to us; and
4. Act as an open, transparent organisation that is set up to encourage participation in shaping our work and hearing feedback on how we are doing.



We are excited about the focus this framework provides, and the way that different parts of the CARE network are actively embracing and helping shape it. To put it into practice, we are taking an iterative approach and learning, adapting and improving as we go. This includes:

- Developing a resource guide to help strengthen our capacity and build on best practices inside CARE and externally;
- Building on and expanding existing experience with and learning from digital feedback mechanisms and exploring potential applications of other new forms of technological innovation;
- Identifying ways to best report on our accountability commitments; and
- Creating mechanisms to assess findings and define actions for improvement.

Another highlight in our commitment to advance our accountability reporting is that we consolidated the range of information that we currently collect and analysed it against the framework to help generate the conversation about what story it tells and what we want to assess differently moving forward. An update on information specific to the [Improvement Analysis](#) provided by the Accountable Now's independent review panel on our FY15 report is included below in *Annex 1*. CARE's senior leadership teams and governance bodies discussed the information compiled and identified achievements, current gaps and opportunities to improve moving forward.

CARE has made significant progress over the past several years in our capacity to capture global data on the reach of our programming. This past year we achieved a critical milestone to celebrate: capturing a global set of impact data measured consistently against our impact goals for 2020, using common change indicators. This is a central mark of our accountability – our demonstrated contribution to the fight against poverty and injustice – and strengthening the rigour by which we measure that contribution, and our ability to openly communicate the changes we have helped bring

about and also where we have not achieved the impact we had intended. A first CI- wide impact report will be available later this year, and we are now focusing on expanding and deepening the impact measurement progress we have made.

Current gaps and areas identified for improvement by CARE's leadership include:

- The wide range of financial data collected, and the lag time in financial data reporting, due to different closing dates across members, which is currently under discussion by the CI-wide Finance Directors committee;
- The sheer volume of information we currently collect, and which is too broad to tell a focused story. We have agreed that a key priority is to narrow and sharpen what we report on, and find a meaningful way to draw conclusions and consequences of the collected data. Teams across the organisation are prioritising the most critical information and putting forward a proposal to senior decision-makers in September 2017; and
- Building in mechanisms throughout various parts and levels of the organisation to review, exchange, learn and act on findings. The opportunity for the highest governing body, the CI Council, and the joint leadership team - the National Directors Committee - to review and discuss the report in their annual June meetings was a helpful first step.

At the heart, CARE's accountability centres on our commitment to accountable, just and sustainable development that benefits the most vulnerable and excluded communities around the world, especially women and girls. We have taken important steps to strengthen our own accountability – in how we measure and report, how we listen and adapt based on the feedback of others, and in our practices and behaviours. We now have the opportunity to build on the learning from the first emerging stages of applying our Accountability Framework and strengthen our approach, in conjunction with the newly adopted 12 Global Standard Commitments.

With sincere appreciation for the ongoing opportunities for collaboration,

Wolfgang Jamann  
CEO/Secretary General, CARE International

## Annex I: Update on Improvement Analysis: Actions Taken

The Panel had noted the following areas that needed more details, which we provide below:

1. The scale of organisation: CARE has consolidated data for the first time on behalf of the whole confederation, which will be standard practice moving forward. This includes various information related to scale of our organisation, including the snapshots below:

In FY16 CARE worked in  
**94 countries**  
 with 14 CI Member offices, and 4 potential affiliates.



**80,120,323**

people directly reached through 1,044 poverty fighting development and humanitarian projects and initiatives

Total staff  
**9,175** /  39% women



**255,954,737**

people indirectly benefiting from CARE's projects and initiatives, through policy changes, replication of successful program by partners organisations and governments and scale up of innovations

Total FY16 revenue:  
**803.9 Million**

2. Compensation for highest governance body and senior managers: This has not yet been consistently addressed. Various members have different national reporting processes, with the majority transparently reporting on the chief executive salary. CARE does not publish this in one consolidated place, however, and we may struggle to do this, given the differing national legal environments.
3. Identifying and managing conflicts of interests: CARE's CI Code – our statutes and internal rules governing our interactions – are being updated. The former section about how we manage conflicts of interest is one area identified by the membership as needing strengthening moving forward, which is underway. CARE's new two-tier governance system is designed to ensure checks and balances and address conflicts of interest. The focus on de-linking management from governance, with empowered network-wide leadership committees driving action on shared priorities, also entails ensuring issues or conflicts are able to be easily surfaced for leadership attention. A key role of the CI Secretariat continues to be convening and brokering differing perspectives and addressing conflicts.
4. Evaluating the Board's performance: CARE International underwent a major governance reform effort in FY16, which included:
  - Creation of a two-tier governance system, with a small independent Supervisory Board and a larger representative Council;
  - Splitting governance and management, with the formation of a complementary global network leadership set-up focused on joint management discussions and decisions, and action on shared priorities; and
  - Updating the organisational Code, statutes and by-laws.

The second phase of governance reform is underway, focused on greater diversification and inclusive participation mechanisms. [Click here](#) for a full picture of the new CARE International global governance and management set-up. Moreover, as a key part of its accountability and to

strengthen its performance, the CARE International Supervisory Board is utilising a [performance assessment process](#) developed in FY16.

5. Basis for identification and prioritisation of stakeholders: Strengthening our engagement with the wide range of actors and communities with whom we partner, those who fund our work, those who mobilise with us to influence change and the governments that host us is a key priority for CARE, central to our role and added value and our ability to multiply impact. Each country where CARE works assesses their presence around a set of criteria related to impact, role and relevance, alongside an analysis of underlying causes of poverty and injustice. Based on that assessment, the contribution to impact is defined around long-term programs and impact goals, and the type of presence shaped accordingly. A stakeholder analysis and partnership mapping is a key component of this process, identifying the most relevant actors to engage, influence and collaborate with.

Additionally, the improvement analysis notes that two key areas had not been addressed in CARE's reports:

6. Environmental Management: We have begun assessing the performance and alignment of our organisation with its commitments to become a Climate Smart organisation. Each CARE International Member assessed the steps they are taking to meet their environmental commitments in the following key areas: flight travel guidance, monitoring emissions, compensating emissions, green office energy efficiencies, green office recycling approach, and pursuing national environmental certification. We are also capturing and profiling good practices from across the confederation of leading offices in this area. A Climate-smart flight travel policy and guidance for CI has been endorsed and is being implemented in the respective national contexts. The CI Secretariat, for example, is recording and reporting on carbon emissions from travel starting this FY.
7. Anti-corruption practices and corrective actions: CARE is strengthening its' organisation-wide approach to governance of critical policies, with the institution of a global policy governance committee and hiring a global Policy Advisor. Critical global policies related to CARE's accountability have been defined for consistent implementation, including:
  - Prevention of Sexual Abuse and Child Protection, with an updated policy approved by all CARE Members, a group of focal points from across the confederation set up and an implementation plan underway including tracking more detailed indicators.
  - Fraud/anti-corruption. CI members have fraud and anti-corruption policies in place, but have agreed to put in place a common policy for all members to ensure stronger accountability in this area and have tasked a senior leadership body to do so.
  - CI Complaints Policy. We assess the ease and accessibility of online complaints mechanisms by all members, as well as the type and responsiveness to complaints raised. In FY16, the CARE Secretariat's central complaints system captured and addressed 14 complaints, as noted in the box to the right.

#### FY16 Complaints

- 10 on HR related issues
- 1 on corruption
- 1 on translation of policies into local language
- 1 on ethics
- 1 on negative impact of the project
- About 43% of the complaints are linked to Africa, 29% linked to Asia and 14% to Middle East.